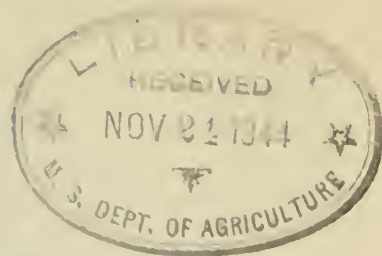


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AMA Staff Reporter

The Administrator's Message To All Employees
of the
Agricultural Marketing Administration

Administrator Hendrickson introduces briefly--and personally--the men now seated around the council table of the new Agricultural Marketing Administration--the men in whose capable hands is the job of seeing that farmers are given a fair deal in marketing (transporting, processing, exchanging in the marketplace, wholesaling, retailing) the things they grow. His informal introduction is followed by a listing of the top staff officers of the AMA organization. In short, herein is spelled out the personnel ABC of the AMA. Further, this will serve as the first issue of the Staff Reporter, new AMA house organ superseding similar publications which may have been issued heretofore by AMS, CEA, or SMA. What the Staff Reporter will look like, what it will contain, how many copies will be distributed--these and other questions will be decided before the next issue.

Vol. I No. 1
March 1942

UNITED STATES DEPARTMENT OF AGRICULTURE
AGRICULTURAL MARKETING ADMINISTRATION



The Administrator Introduces His Staff

There have been issued Administrator's Memoranda Nos. 1, 2 and 3. Number 1 sets up the plan for communications. Number 2 provides for the establishment of our Washington organization. Number 3 announces the assignment of certain personnel. These memoranda, as is the custom, are sort of formal, cold things--and behind them is a story--a warmer, human story and I'd like to tell it because I don't believe the AMA should be a formal, cold organization--but, realistically what it is, an organization of human beings.

The CEA, AMS and SMA were brought together by Secretary Wickard to form the AMA in the hope of increasing their efficiency for the war effort--which is our No. 1 job. How?

Efficiency, the very genius of an organization, goes back to human beings and how they work together. Efficiency cannot be measured alone in terms of organizational structure or procedures--but these are important, too. It has been demonstrated that efficiency in an organization is, above all, a matter of morale. Meantime, that word has become one of the most abused in our language. Morale is probably more a matter of knowing what you are to do, knowing what your responsibility is, and having the sense of doing what is expected of you--and a little more--than anything else.

Human beings cannot work effectively in a strait-jacket--nor can they work effectively towards a common objective if, without being told the objective, each sets forth unguided on a dark pathway of "going it alone." That's a kind of anarchy. But if all have an opportunity to suggest as well as to listen, to lead as well as to be led, to participate as partners and not as serfs, to have their energies released instead of frustrated--then, and not until then, comes morale--efficiency--organization.

It's no easy matter for three efficient organizations like the CEA, AMS, and SMA to amalgamate. I have had an opportunity to become well acquainted with all the agencies of the Department and the esprit de corps of these three, their efficiency, their morale, has been high. They were not high because of any tricks done with magic lanterns, by handing out fancy salary increases, or by some legerdemain with efficiency ratings. They were high because the job to be done was clear. And that morale can be higher; and as we realize, each of us, how much we have to do, the sacrifices we will have to make to win this war, it should become higher. Our objectives, which are subject to evolution reflecting our times, will be outlined for each principal area of our work. And we hope this can be done after as much group participation as possible.

Now to some personal--very personal, my own copyright--comment. Some titles are changed--some units are being put together. Clarence Kitchen, Chief of AMS, and easily one of the ablest administrators in public service today, becomes as Associate Administrator of AMA. He'll have general supervision over all regulatory and marketing services work. On top of that, pro tem, he will be Chief of the Fruit and Vegetable Branch.

Ed Gaumnitz, Associate Administrator of SMA, will also be Associate Administrator. He is the best all around economic reasoner in public agricultural administration today, and no cloistered recluse, but a dynamic workhorse. He will be top man on our buying program--and like Kitch, no particular limits are put on his zone of activity. He too will carry in addition a pro tem assignment, the Chiefship of the Dairy and Poultry Branch.

Fred Waugh and Ralph Olmstead are Assistant Administrators. Fred has supplied Departmental leadership in marketing research for many years. He is a thinker who isn't dogmatic. He combines in an unusual blend capacity for creation and a critical faculty. One of his first jobs is to organize a small Division of Program Appraisal, a unit which will look objectively at anything and everything we do. It will be an internal administrative guide. Ralph will have general supervision over all administrative and auxiliary services--liaison with the War Department, and responsibility for improving our organizational structure and procedures in harmony with our need for less red tape and more economy. He has unusual ability.

Joe Mehl, Chief of the Commodity Exchange Administration, becomes Chief of the Commodity Exchange Branch. That's changing as little as possible--from CEA to CEB. Joe is able, honest, fair.

Jim LeCron, Assistant Administrator of SMA, becomes Chief of the Distribution Branch--the largest in terms of people. He will administer the programs through which we assist large numbers of people--the Food Stamp, School Lunch, School Milk, Direct Distribution, and related programs. Jim's leadership is one of AMA's strongest assets--the organization under him includes some of our most energetic people. His righthand man will be Charley Kunkel--one of our most able administrators.

H. C. Albin, the tallest man in this list, heads the Purchase Branch. He has demonstrated ability plus in these recent months. With his associates (including the growing night shift) he has had more work thrown at him in the form of jobs to do than most agencies in Government--the big Lend-Lease purchasing work--and they have caught the load and carried it well.

William C. (Jim to everyone north and south of the Mason-Dixon line) Crow is the new Chief of the Transportation and Warehousing Branch--one of the tough jobs ahead. Mr. Bowling and Mr. Yohe and their associates' will be with him, and their work will be harder than most people guess. War raises Ned generally with transportation and warehousing--and the food and fiber from U. S. farms have to be moved and stored if they are to do their part in winning this war. Jim is one of the most promising young men in the farm marketing field.

Harry Reed, Assistant Chief of AMS, becomes Chief of the Livestock Branch. He knows his field--knows it better than most farmers know the "Back Forty". And he has an able staff leading off with such men as Bill Fraser, Murray Morgan, Preston Richards and F. W. Miller. The livestock marketing field involves a lot more than picking out a good steak--but this group can do that too.

Helping Kitch as pro tem Chief of the Fruit and Vegetable Branch are Bill Meal, ex SMA and more recently Chief of AMS's Fruit and Vegetable Division; Porter Taylor, Chief of SMA Fruit and Vegetable Division, and a group

of men who manage to keep cool as cucumbers in dealing with some of the meanest problems in farm marketing. And Ed Gaumnitz as pro tem Chief of the Dairy and Poultry Branch will rely on Dewey Termohlen (who should wear a chicken feather in his hat), Otie Reed and Roy Potts. We'd like to see Dairy and Poultry developed into separate branches--and that time may come. Meantime price support and increased output of greatly needed products for Lend-Lease in these fields will keep this branch too busy to worry about jurisdictional minutiae--which wastes more time in Government than red tape and making out reports combined.

Carl Robinson will be leadoff man on cotton--heading that Branch. He is a born leader--about tops in that quality known as considerateness--there's no room for cussedness in him.

Charley Gage, Chief of the Tobacco Branch, is a pipe-smoker, who came into Government when Taft was President. That means he was mighty young then because he's not old now. Ed Murphy, who heads up the Grain, Feed and Seed Branch, is capable of meeting the heavy new responsibilities assigned to him--and some very able men will join his staff, including Mr. King, about the best-looking man in AMA.

J. B. Wyckoff, who has headed the Marketing Division of SMA, becomes an Assistant to the Administrator. He's a very able man. His first assignment is to work on war jobs with other agencies in the Department and to get a satisfactory communication system built up to our representatives on State War Boards. He will be staff man on diversion programs.

Three other men are Assistants to the Administrator. Budd Holt will coordinate purchase problems between commodity and the Purchase Branches, and cover the waterfront on a score of other problems as he has done since way back when people were asking "What is the CWA?"

S. R. Newell will work on market news and grading and find plenty of expression for his gift of untangling tangles. Lee Wolcott will push priorities and plant expansion. He is co-author of a book on the USDA and its organization that was published about two years ago and which is now on the ancient history shelf. Next time he wants to tell that story he'll use a moving picture.

Now for the administrative staff assignees. Leland Barrows, Chief of the Personnel Division, was SCS personnel chief--and in my personal opinion, the best bureau personnel officer in the Department. He specializes in being helpful, and a lot of that is what we consider as the No. 1 job in personnel--helpful in finding people, in helping them help themselves to solve problems, helping busy executives keep from being overcome by paper and forms, the ne plus ultra of personnel. Everyone in the organization should know Leland.

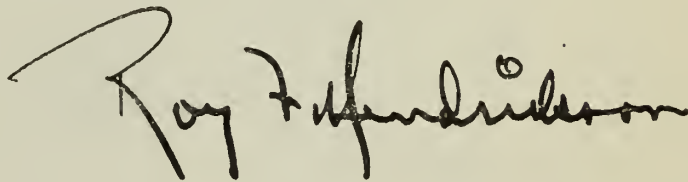
Fred Hughes, who moves from AMS to Chief of the Administrative Services Division, gets things done--and he will be one of the hardest working men in the organization. He even understands the magic of getting space--something which some day will be taught in the colleges.

D. J. Harrill is Chief of the Audit Division; W. B. Robertson, Chief of the Budget and Accounting Division; and Guy Hottel, Chief of the Investigation Division. They are dependable, reliable men, public servants who are not afraid of responsibility.

Jim Hasselman will be Acting Chief of the Marketing Reports Division, which will ultimately absorb the Information units and other work. Jim's outstanding talent for field work will be utilized as much as possible when personnel is assigned to head this Division permanently later this month. Jim, Marvin Sandstrom, Nate Koenig, Harry Henderson, Miss Viehmann and others in this field of work are among our hardest workers--and they do their job well.

There are many others who deserve personal mention. But there are other issues to come. I hope those of us in Washington can spend a great deal of time in the "field"--that smug Washington expression for everything not in D. C. I have met many of the field workers and I know that we can count on their cooperation not only in this transitional period--but in the hard war pull ahead.

Sincerely,

A handwritten signature in dark ink, reading "Roy F. Henderson". The signature is written in a cursive style with a large, sweeping initial "R" and a distinct "F".

AMA ADMINISTRATIVE STAFF ORGANIZATION

Administrator

ROY F. HENDRICKSON

Associate Administrators

E. W. GAUMNITZ

C. W. KITCHEN

Assistant Administrators

RALPH W. OLMSTEAD

FREDERICK V. WAUGH

Assistants to the Administrator

BUDD HOLT

J. B. WYCKOFF

S. R. NEWELL

L. O. WOLCOTT

Branch Chiefs

Purchase:	H. C. ALBIN
Distribution:	J. D. LeCRON
Dairy and Poultry:	E. W. GAUMNITZ, Acting
Cotton:	CARL H. ROBINSON
Tobacco:	CHARLES E. GAGE
Grain, Feed and Seed:	EDWARD J. MURPHY
Livestock:	HARRY E. REED
Fruit and Vegetable:	C. W. KITCHEN, Acting
Commodity Exchange:	J. M. MEHL
Transportation and Warehousing:	WILLIAM C. CROW

Division Chiefs

Personnel:	LELAND BARROWS
Administrative Services:	FRED J. HUGHES
Marketing Reports:	J. B. HASSELMAN, Acting
Audit:	D. J. HARRILL
Budget and Accounting:	W. B. ROBERTSON
Investigations:	GUY HOTTEL